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ABSTRACT

This manual presents a comprehensive evaluation tool that can be used by employees with disabilities, by rehabilitation practitioners, and by consultants to develop job accommodations in a variety of employment settings. The Job Accommodation System is designed to help in identifying, selecting, and implementing job accommodations and consists of six sections: (1) the coversheet, which includes employee's and employer's description of the barrier to job performance, job accommodation history, confidential medical history, and comments section; (2) a job analysis, which includes employer's, employee's, and/or rehabilitation practitioner's description of job duties, responsibilities, work environment, and task barriers; (3) the profiles, which are designed in an interview format, that assist in the development of a comprehensive picture of the employee in five functional skill areas; (4) the diagrams, which include graphic representations of typical office furniture and equipment; (5) a summary work sheet, which presents a summary and comparison of information collected in the profiles and job analysis sections, and initial ideas for job accommodation ideas; and (6) recommendations and alternatives, which present recommended accommodations, including equipment and service sources, cost and funding sources, and person responsible for implementing each accommodation. Examples of worksheets are provided and reproducible blank forms are included. (CR)

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JOB ACCOMMODATION SYSTEM

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Institute for Community Inclusion

Boston, Massachusetts

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JOB ACCOMMODATION SYSTEM

Project TIE
(Technology In Employment)

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Field testing of the Job Accommodation System was conducted by TEC Cooperative of Wellesley; Career Resources, Inc. of Haverhill; Lifeworks, Inc. of Norwood; and the Southern Middlesex ARC of Ashland.

II PROJECT TIE

Project TIE (Technology In Employment) is a three year research and demonstration project funded through grant #H128A01002 by the Rehabilitation Services Administration (RSA), Office of Special Education and Rehabilitation Services (OSERS). Project TIE assists individuals with disabilities in identifying and using job accommodation strategies to achieve greater independence through work. The Job Accommodation System Manual describes the process developed to do this. Opinions expressed herein are exclusively those of the staff from the Training & Research Institute for People with Disabilities at Children's Hospital. No official endorsement by RSA or OSERS should be inferred.

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NOTE: A SAMPLE OF EACH JOB ACCOMMODATION SYSTEM FORM HAS BEEN PROVIDED AT THE END OF THE MANUAL. PLEASE FEEL FREE TO DUPLICATE THESE FORMS.

1 INTRODUCTION

WHAT IS THE JOB ACCOMMODATION SYSTEM?

The JOB ACCOMMODATION SYSTEM is a comprehensive evaluation tool that can be used by employees with disabilities, by rehabilitation practitioners and by consultants to develop job accommodations in a variety of employment settings. The JOB ACCOMMODATION SYSTEM was developed by Project TIE staff in response to the need for an effective means of identifying, selecting and implementing job accommodations by and for individuals with disabilities.

The JOB ACCOMMODATION SYSTEM is intended primarily to assist people who have disabilities that affect mobility, physical, perceptual, communication or cognitive functioning. While personality and behavioral issues are not discussed directly, the JOB ACCOMMODATION SYSTEM may help to clarify the reason behind emotional or behavioral responses to a work situation. For example, an individual may seem to be inattentive to people or to startle when approached from behind. The problem might be limited peripheral vision or an undetected hearing loss.

Although the employee could use the JOB ACCOMMODATION SYSTEM independently, the JOB ACCOMMODATION SYSTEM is intended primarily as a tool for the rehabilitation practitioner to assist both the employer and the employee to find a mutually acceptable accommodation. The JOB ACCOMMODATION SYSTEM as a whole cannot by used by an employer since several sections are used to gather confidential information. Only the JOB ANALYSIS and the RECOMMENDATIONS & ALTERNATIVES forms may be used directly by the employer.

The JOB ACCOMMODATION SYSTEM consists of six sections:

- **COVER SHEET**
  Employee's and employer's description of the barrier to job performance, job accommodation history, confidential medical history and comments section

- **JOB ANALYSIS**
  Employer's, employee's and/or rehabilitation practitioner's description of job duties, responsibilities, work environment and task barriers

- **PROFILES**
  Interview format that assists in the development of a comprehensive picture of the employee in five functional skill areas

- **DIAGRAMS**
  Graphic representations of typical office furniture and equipment

- **SUMMARY WORK SHEET**
  Summary and comparison of information collected in the PROFILES and JOB ANALYSIS and initial ideas for job accommodation ideas

- **RECOMMENDATIONS & ALTERNATIVES**
  Recommended accommodations, including equipment and service sources, cost and funding sources and person responsible for implementing each accommodation

WHAT IS JOB ACCOMMODATION?

JOB ACCOMMODATION is the modification of a job, job site, or way in which a job is done that allows equal access to all aspects of work, to employment services and programs and to work facilities. It can assist employees with disabilities to perform essential job functions, to increase productivity to a level equal to that of co-workers or to accomplish tasks with greater ease or independence. Job accommodation can enable employees with disabilities to enjoy the same benefits and privileges—use of an employee cafeteria, lounge or gym, for example—as do employees without disabilities.

WHAT ARE ESSENTIAL AND MARGINAL FUNCTIONS?

The Americans with Disabilities Act (ADA) defines an essential function as any task that is critical to job performance and a marginal function as any task that is not critical to job performance. Although a job accommodation can help the employee to perform essential functions with greater ease or independence, the employee must have the minimal skills, education and/or experience necessary to perform that function. The ADA stipulates that it is the employer's responsibility to determine which tasks are essential to the performance of the job and which are marginal. If the employer has not yet determined essential and marginal functions, the rehabilitation practitioner may assist the employer by performing a job analysis to clarify the relative importance of the various job functions.

WHAT IS REASONABLE ACCOMMODATION?

REASONABLE ACCOMMODATION is defined by the ADA is a modification or adjustment to a job or work environment that enables a qualified applicant or employee with a disability to participate in the application process, to perform essential job functions and to have access to the same rights and privileges in employment as are available to non-disabled employees. The accommodation must not represent an UNDUE HARDSHIP for the employer (i.e., it may not cause monetary or procedural hardship) nor a DIRECT THREAT for the employee or co-workers (i.e., it may not compromise safety).

WHO IS RESPONSIBLE FOR REQUESTING AN ACCOMMODATION?

A job accommodation may be requested by the employee with a disability during the job interview process, after a job offer is made or at any time in the term of employment. Employers are specifically prohibited from asking about the presence or effects of disability by Title I of the ADA. The employer may ask if the employee can perform specific job responsibilities and/or how the person would go about accomplishing those tasks, with or without an accommodation. Once the employee has made the request, it is the employer's responsibility to review the job to determine the nature of the problem that may interfere with the employee's performance of the job and to make an offer of accommodation to the employee. The employee may also recommend an accommodation to the employer.

WHERE SHOULD THE JOB ACCOMMODATION EVALUATION TAKE PLACE?

Firsthand observations are the key to identifying accommodations. The personal interview with the employee should take place at the work site and the job analysis should be completed by the employer, by the employee (if possible) and by the rehabilitation practitioner. Including the employer and employee in the job accommodation process is essential to the final development of recommendations that will be accepted by everyone. Basing recommendations solely upon third party reports is not advisable. Pertinent factors, such as the presence of hidden or secondary disabilities, may have been overlooked or changes may have occurred since the reports were written.

JOB ACCOMMODATION CATEGORIES

The ADA mentions six distinct categories of job accommodation. It is helpful to describe all six categories to the employer and employee when discussing methods of resolving task barriers. Always consider possible solutions from each category.

TYPE	DEFINITION	EXAMPLE
JOB RESTRUCTURING	Adjustments to work procedures or to the order in which tasks are usually performed	• Change work schedule • Rearrange the order in which tasks are done • Decrease number of non essential job duties
ASSISTIVE DEVICE	Objects that help an employee do the job or complete tasks with greater ease or independence	• Mechanical reacher • Electric stapler • Magnifying lens • Non-skid material
TRAINING	Teaching methods that help an employee to learn or to re-learn job duties	• Use a map to orient new employees • Supply large print instructions • Demonstrate a different way to do a job duty
PERSONAL ASSISTANT	Person who helps an employee with job duties, work routines or work-related aspects of a job	• Interpreter assists with communication • Co-worker helps with a task • Mentor provides training or support
BUILDING MODIFICATION	Alterations to the physical environment that allow safe and equal access to facilities	• Lever to turn round door knob • Raised letters on elevators and signs • Flashing lights on fire alarms and telephones
JOB REASSIGNMENT	Temporary or permanent task transfers between co-workers or sharing jobs with other employees	• Swap tasks with co-worker • Job share with co-worker • Reassign tasks to another employee

5 COVER SHEET

The COVER SHEET documents introductory background information.

- ❑ **DESCRIPTION OF BARRIER TO JOB PERFORMANCE**
  Ask the employee and employer what problem needs resolution or what accommodations have been requested. The employer and the employee should describe the task barrier in their own words. Both should consider the following questions. How will job performance be affected by the task barrier? How will the job accommodation allow the person to secure or maintain employment? Involving the employer at the outset of the job accommodation process encourages the employee and employer to develop a mutual interest in finding the best accommodation for the job.

- ❑ **JOB ACCOMMODATION HISTORY**
  Ask the individual about job accommodations that have been used in previous jobs. Describe accommodations that were helpful as well as those that were not successful.

- ❑ **CONFIDENTIAL MEDICAL HISTORY**
  Ask about the employee's disability, history of seizures, other health considerations and current medications. Be sure to ask if there are any short- or long-term side effects of the medications. Even if records are available, always ask the employee's opinion about the presence and effects of any medical condition. Particularly for the employee who has multiple disabilities, assembling a complete picture of the various health issues, medications and their side effects will be important in understanding how work may be affected by the disability.

- ❑ **COMMENTS**
  Consider asking if the disability has adversely affected the employee's ability to progress in work? Are there other factors relating to the job or disability that should be known before beginning the job analysis and interview sections?

EXAMPLE:

JOB ACCOMMODATION SYSTEM - COVER SHEET

DESCRIPTION OF BARRIER TO JOB PERFORMANCE

EMPLOYEE DESCRIPTION: Has difficulty lifting heavy objects and reaching high shelves

EMPLOYER DESCRIPTION: High shelves and postage meter may be hard to reach from a wheelchair, also postage meter may be too far away to reach while seated

JOB ACCOMMODATION HISTORY

Has used 18" reacher to pick up objects from the floor. It was a little too short for him.

CONFIDENTIAL MEDICAL HISTORY

DISABILITY: Cerebral Palsy

SEIZURE HISTORY : Grand Mal

Frequency: Once or twice a year **Duration:** 10 to 20 minutes

Describe aura: Smells oranges **Recovery time:** 1 hour, but feels fuzzy all day

OTHER HEALTH CONSIDERATIONS: Has had skin breakdowns in past

Medication	Reason	Side effects
Phenobarbital	Control of seizures	Dry mouth, sleepy right after taking it

COMMENTS

Finds it easier to use a reacher then to bend over to grasp objects. Doesn't feel that there are many problems with this job except for reaching shelves or carrying heavy bins. Says he is strong but tires easily. Has some good ideas about how to accommodate his work site.

7 JOB ANALYSIS

The JOB ANALYSIS is a review of the tasks that the employee's job is comprised of and the current or potential barriers to task performance.

The JOB ANALYSIS form may be used in two ways. For a relatively simple job, a single form can be used to review all the functions under one job title. When describing a more complex job, use several forms to describe tasks according to job function. Completion of separate copies of the JOB ANALYSIS by the employer, the employee and the rehabilitation practitioner is highly recommended. It is equally important to obtain each person's views of what the job consists of and what constitutes a task barrier.

It is the the employer's responsibility to determine which tasks are essential and which are marginal. If the employer has not yet defined the job in terms of essential/marginal functions, the rehabilitation practitioner may assist the employer through the JOB ANALYSIS. In the sample that follows, "mail sorting" is essential to the job of Mail Room Worker, while "mail stamping" is not.

❑ **TASK ANALYSIS**

- **Task List [✓] Essential Function**
  List the tasks that are required of the employee, as well as those performed on an irregular basis (use additional sheets if necessary). A box ([ ]) is provided in each row to indicate whether or not the task is an essential function. Place a check mark next to those tasks which the employer has determined are essential to the job. All non-checked items are assumed to be marginal functions.

- **Steps required to accomplish each task**
  Describe the steps, in order of their occurrence, that the employee takes to complete each task. More or less detail may be called for, depending on the needs of the employee.

- **Time & Frequency**
  Job performance can be affected by the time of day and how often (i.e., daily, weekly, monthly, quarterly) the employee typically performs each task. This information may be obtained by interview and/or direct observation. If the task is done at irregular intervals, note the most typical frequency of occurrence and time of day.

- **Work Station, Equipment & Environment**
  The work station consists of the work surface (e.g., desk, table, bench with racks) and seating (e.g., stool, chair, orthopedic chair with arms) at which the task is performed. Equipment indicates the tools and devices that the employee may use while performing various tasks (e.g., pliers, screwdriver, utility cart). Environment indicates the area within which the employee works (e.g., lighting, noise levels, indoors/outdoors, air conditioned). Environment is of particular importance as some kinds of disabilities may dictate what environment will be a problem or even dangerous for the individual to work in (e.g., humidity aggravates asthma, cold may be dangerous for people with diabetes, heat is stressful for people with cardiac problems).

❑ TASK BARRIERS

■ Barriers to task performance

Task barriers interfere with or prevent the employee from performing a task. A task barrier may be procedural (e.g., a complex series of steps), structural (e.g., stairs) or attitudinal (e.g., misconceptions such as "people who have seizures can never be left alone").

EXAMPLE:

The job of Mail Room Worker consists of:

Mail Sorting.....(Essential Function)
Mail Stamping.....(Marginal Function)
Zip Code Sorting.....(Essential Function)

JOB ACCOMMODATION SYSTEM - JOB ANALYSIS

TASK ANALYSIS				TASK BARRIERS
Task List [✔] Essential Function	**Steps Required to Accomplish Each Task**	**Time & Frequency**	**Work Station, Equipment & Environment**	**Barriers to Task Performance**
[✔] Mail Sorting (Incoming mail)	- Get mail from mailbag - Read room # on mail - Place mail in rack by room #	- 8-9 AM,Daily	- Vertical rack - Mailroom bins - Indoors - Air Conditioned	- Racks too high - Bins too heavy
[ ] Mail Stamping	- Place mail on meter - Set meter for class - Press red button - Put mail in mailbag	- 2-3 PM, Daily	- Table - Postage Meter - Task Lighting	- Postage Meter Controls hard to reach from seated position
[✔] Zip Code Sorting (Outgoing mail)	- Sort out-of-state by state - Sort in-state by zip code - Place in in-state or out-of-state mail bins	- 3-4 PM, Daily	- Table - Mail bins - Task lighting	- Bins too heavy

9 PROFILES

The PROFILES provide a structure for the initial interview with the employee. Five functional skill areas are covered.

- ❑ **MOBILITY PROFILE**–Getting from place to place
  Topics include: Getting around at work, Wheelchair Seating & Positioning, Orientation, Endurance, Transportation and Personal Care

- ❑ **PHYSICAL PROFILE**–Interacting with and controlling the environment
  Topics include: Physical Capacity, Endurance, Seating & Positioning and Manipulation

- ❑ **VISION PROFILE**–Visually perceiving the environment
  Topics include: Visual Acuity, Visual Field, Visual Perception, and Vision Aids

- ❑ **COMMUNICATIONS PROFILE**–Exchanging information
  Topics include: Notation, Computer Literacy, Speech and Hearing

- ❑ **MEMORY & LEARNING PROFILE**–Learning, retaining and processing information
  Topics include: Memory, Attention Span, Learning Style, Academics and Problem Solving

It is essential to conduct a personal interview with the employee, rather than relying on information gathered from records or by other rehabilitation practitioners. Ask the employee about disability-related areas that have produced problems on the job, that may be points of contention between the employee and the employer, or that may not have been considered to be potential problems.

Review all five PROFILES even if the employee is well known or if there appears to be no disability in a given area. Discuss all functional skill areas, particularly those areas that may not be readily apparent as being a strength or having the potential to adversely influence job performance.

■ **QUESTIONS & DESCRIPTIONS:**

The first column of each PROFILE provides a range of questions to discuss with the employee. Each interview should be tailored to the needs of the employee – questions may be added, omitted or reworded.

In the second column, space has been provided to note the employee's responses. In some cases these responses may need to be clarified by observing the employee performing the task or a task simulation, such as asking the employee to pick up a paper clip or to reach up, down or across.

EXAMPLE:

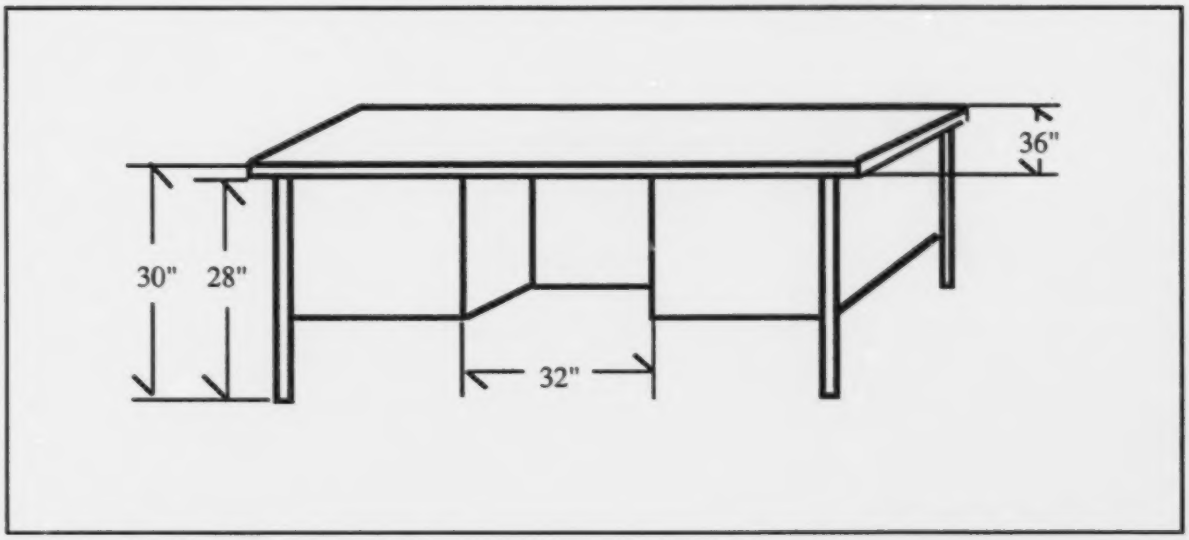
JOB ACCOMMODATION SYSTEM – PHYSICAL PROFILE

QUESTIONS	DESCRIPTIONS
PHYSICAL CAPACITY	
Do you have any problems when you....?	
• Bend – Squat – Kneel • Stand – Sit (for extended periods of time)	} Has difficulty with all of these actions
• Reach up, down - Across body	- Has difficulty reaching down and to the right
• Climb stairs, ramps	- Can't climb stairs, can negotiate ramps slowly
• Push or pull	- Can push or pull objects at waist level
How much weight can you lift and carry?	
• Light (under 5 lbs.) - Moderate (5 to 25 lbs.) Heavy (over 25 lbs.)	- About 10 pounds
Do you use any aids for work?	
• Back brace - Reacher - Utility cart - Book bag	- Uses 18" reacher, may be too short
ENDURANCE	
What is your work preference?	
• Sedentary - Semi-sedentary - Active	- Semi-sedentary
How long can you work before....?	
* You get tired	- 4 hours
• Physical discomfort stops you from working	- May get a back ache after moving heavy boxes
SEATING & POSITIONING	
What kind of seating do you prefer?	
•Office chair – Stool – Orthopedic office chair	- Orthopedic office chair
• Arms - Additional back support	- Prefers padded arms and back support
What kind of work surface do you prefer?	
• Desk – Table – Work bench - Tilt board	- Prefers to work standing at table
Do you need work station additions?	
• Keyboard drawer – Monitor arm • Task light – Non-skid surface	- Needs task lighting and non-skid surface
HAVE YOU HAD A PHYSICAL AND/OR SEATING & POSITIONING EVALUATION? WHEN?	- Hasn't been evaluated in a long time
MANIPULATION	
Are you Right or Left handed?	- Right handed
Which hand do you usually use?	- Uses left hand for most tasks (stronger than right hand)
How well can you....?	
• Grasp objects - Turn objects	- Can grasp 2" or larger objects
• Use both hands at the same time	- Has difficulty turning and grasping at same time
How well do you use your fingers to manipulate large or small objects?	- Doesn't coordinate left and right hands very well - Has difficulty with small objects but OK with large ones
Do you use hand or arm supports?	- No
HAVE YOU HAD AN OCCUPATIONAL THERAPY EVALUATION? WHEN?	- O.T. eval in August '89

Graphic representations of a wheelchair and typical office furniture, with spaces to note dimensions, have been provided as guides to the type of measurements typically required during a job accommodation evaluation. Measurements are necessary only if the work station is going to be modified, such as to meet mobility, physical or visual requirements.

EXAMPLE:

JOB ACCOMMODATION SYSTEM - DIAGRAMS



13 SUMMARY WORK SHEET

The SUMMARY WORK SHEET assists in the assimilation and understanding of the information collected in the JOB ANALYSIS and PROFILE forms. The SUMMARY WORK SHEET may be filled out horizontally or vertically. If there are no problems within a particular functional skill area, skip that area.

❑ **PROFILES SUMMARY**
Review the PROFILES that were completed during the interview with the employee. Briefly describe the functional skill areas that have the potential to limit or prevent the employee from performing a task on an equal basis with co-workers.

❑ **JOB ANALYSIS SUMMARY**
Refer to the task barriers column on the JOB ANALYSIS form. Each task barrier represents a problem that may affect the employee's ability to perform a task. Enter a description of the task barrier next to the functional skill area that may be affected. A task barrier may affect job performance in more than one functional skill area. On the other hand, the presence of a functional limitation may have no effect on the employee's ability to perform a particular task.

❑ **JOB ACCOMMODATION IDEAS**
Review the functional skill areas and related task barriers. Think about accommodations that could reduce or eliminate the impact that a task barrier has on a functional skill area. Note ideas for accommodation or questions that need to be answered.

Choosing accommodations should involve the rehabilitation practitioner, the employee and the employer. Co-workers and family members may be involved as a source of ideas or supports. Outside consultants, such as occupational therapists, physical therapists, assistive technology specialists or rehabilitation engineers may be called in if specialized knowledge is required to resolve the accommodation problem.

The accommodation most likely to be accepted by both the employee and employer is one that is easily understood and readily available. Begin with ideas that the employee and the employer may have. Discuss accommodations that have been successful (or not successful) in the past. Talk to the work site supervisor, the person most knowledgeable about the job and most likely to know which tasks can be most readily modified. Personnel from other departments, such as security, physical plant or information systems may be able to provide additional ideas for accommodation.

If equipment or supplies are called for, always look to local resources such as office supply, medical supply, hardware or materials handling companies. Keep their catalogs on hand for reference and to show to employees and employers. Check directly with sales representatives for suggestions about equipment that may not appear in their catalogs.

EXAMPLE:

JOB ACCOMMODATION SYSTEM - SUMMARY WORK SHEET

PROFILES SUMMARY Describe functional skill areas	JOB ANALYSIS SUMMARY Describe barriers to task performance	JOB ACCOMMODATION IDEAS Suggest ways to resolve task barriers
MOBILITY - Crutches used for all mobility	- Cannot hold heavy bins and use crutches at same time	- Transfer mail to light weight bins - Use utility cart to carry bins - Purchase 24" reacher - Have co-worker bring heavy bins to work table
PHYSICAL - Limits on body movement - Right arm not very strong - Uses non-dominant left hand - Poor hand/finger dexterity - Prefers table as work surface	- Cart too heavy and large to push - Racks too high too reach from seat - Bins are too heavy to lift	- Substitute small, lightweight bins - Provide waist high utility cart - Purchase 24" reacher - Load fewer bins per trip - Rest in between trips
VISION - No limitations but prefers to have lighting directly on work area	- Work area is lit with overhead fluorescent lights	- Provide task lighting
COMMUNICATION - Not applicable	- Not applicable	- Not applicable
MEMORY & LEARNING - May forget instructions if task is not performed frequently	- Some tasks are performed only once or twice a month	- Provide step-by-step instruction book

15 RECOMMENDATIONS & ALTERNATIVES

The RECOMMENDATIONS & ALTERNATIVES form documents the rehabilitation practitioner's primary recommendations as well as suggesting the alternative accommodations available to the employee and employer. This form can be offered to the employer and the employee during the final discussion about selecting job accommodations.

- ❑ **JOB ACCOMMODATIONS**
  Employers and employees typically expect the rehabilitation practitioner to provide one definitive recommendation. When provided with alternative accommodations, however, the employer and employee have ideas to fall back on if the primary recommendation is not successful.

- ❑ **EQUIPMENT & SERVICE SOURCE**
  Always provide the name of the company or individual from whom equipment or services can be purchased. If equipment is recommended, provide detailed information about make and model. In some instances, employers may by able to purchase equipment and supplies at discounted prices through their own suppliers.

- ❑ **COST & FUNDING SOURCE**
  Provide an estimate of the cost of equipment or services. Funding for job accommodation is usually the responsibility of the employer. Select and recommend "reasonable" accommodations that the employer has the financial capacity to provide. It is helpful to recommend items that can also be used by co-workers to make their jobs easier too. Occasionally employees may choose to fund equipment either out of pocket or through a Social Security Administration Plan to Achieve Self Support (PASS Plan). If this path is taken, the equipment remains the property of the employee.

- ❑ **IMPLEMENTED BY**
  Clarify who will be responsible for each stage of implementing the accommodation, purchase, installation and training.

RECOMMENDATIONS & ALTERNATIVES REVIEW AND FOLLOW-UP

Upon completion of the RECOMMENDATIONS & ALTERNATIVES form, give a copy to each individual involved in the JOB ACCOMMODATION SYSTEM process. Review the available options with everyone and discuss the pros and cons of each accommodation. Schedule a follow-up meeting to take place after the accommodations have been executed to review how well the accommodation is working.

EXAMPLE:

JOB ACCOMMODATION SYSTEM – RECOMMENDATIONS & ALTERNATIVES

JOB ACCOMMODATIONS	EQUIPMENT & SERVICE SOURCE	COST & FUNDING SOURCE	IMPLEMENTED BY
Provide 24"reacher for placing letters	Medical equipment supplier	$32.00 - Employer	Employer
Provide small, lightweight mail bins	Mail order office products supplier	$12.00 each - Employer	Employer
Have co-worker carry heavy bins	N/A	N/A	Employer
Provide step-by-step instruction book	Employment Specialist	N/A	Employment Specialist
Provide lightweight utility cart for bins	Mail order office products supplier	$55.00 - Employer	Employer
Load fewer bins on utility cart per trip	N/A	N/A	Employee
Rest in between delivery trips	N/A	N/A	Employee
Provide shoulder bag to carry mail in	Mail order office products supplier	$18.00 - Employer	Employer
Provide task lighting at work table	Mail order office products supplier	$25.00 each - Employer	Employer

ASSISTIVE DEVICE	JOB RESTRUCTURING	TRAINING	PERSONAL ASSISTANT	BUILDING MODIFICATION	JOB REASSIGNMENT

17 GLOSSARY

Acuity: How well the individual perceives and discerns fine visual details

Adapted Telephone: Telephone equipped with a volume control or a handset modified to work with hearing aids

Augmented Keyboard: Computer keyboard modified in shape or function to improve access

Alternative Keyboard: Replacement for the standard keyboard (e.g., voice recognition, miniature keyboard, on-screen scanning)

Assistive Device: Objects that help the employee to do the job or complete tasks with greater ease or independence (e.g., mechanical reacher, electric stapler, magnifying lens)

Building Modification: Alterations to the physical environment that allow safe and equal access to facilities (e.g., door lever, low-pile carpet, raised letters)

CART (Computer Aided Real Time) **REPORTER**: Device that translates stenotype into English characters on a computer screen for the benefit of individuals who are deaf or hard of hearing; often used during conferences and large meetings

Communication (Profile): Exchange of verbal or written information

Depth Perception: Viewer's ability to see if an object is far away or near

Endurance: Length of time or distance for which an individual may maintain an activity

Figure-Ground Perception: Distinguishing a flat (two-dimensional) object from its background

FM Amplification: Device that transmits sound from a personal microphone, worn by the sender, directly to the users hearing aid; often used in classroom, meeting and recreational settings

Job Accommodation: Adjustment to the way a job is usually performed or a modification to the work environment that enables the employee with a disability to work on an equal basis with other employees.

Job Reassignment: Temporary or permanent task transfers among co-workers or sharing jobs with other employees (e.g., exchange of tasks, job sharing, redistribution of tasks)

Job Restructuring: Adjustments to work procedures or the order in which tasks are usually performed (e.g., change in schedule, modified work flow/pace)

Memory & Learning (Profile): Learning, retaining and processing of information

Mobility (Profile): Ability to move oneself from place to place

Orientation: Sense of direction and location

Peripheral Vision: Ability to see at the outer edges of vision

Personal Assistant: Person who helps with job duties, work routines or work-related aspects of the job (e.g., interpreter, orientation guide, co-worker)

Personal Reader: Personal assistant who reads material for the individual with a disability

Physical (Profile): Interacting with and controlling the environment

Reacher: Mechanical grasping device that extends the individual's reach

Rehabilitation Practitioner: Person who provides rehabilitation services to individual with a disability

Relay Operator: Telephone operator who provides voice to TDD interpretation

Skills + Abilities: Acquired or inherent areas of proficiency

TDD/TTY (Telecommunications Device for the Deaf/Teletypewriter): Devices, connected to a telephone, that send and receive hand-typed conversation via an LED screen or a printer; also used by individuals with vocal impairments

Tools: Devices or equipment that an individual uses to accomplish tasks

Training: Teaching methods that help an employee to learn or to re-learn job duties (e.g., teach different order, demonstrate another approach, reintroduce tasks)

Vision (Profile): Aspects of visual perception and discrimination

Voice Recognition: Computer device that translates spoken words into computer commands or on-screen letters

Voice Synthesis: Artificial voice production by a computer or a personal communications device

Wheelchair seating: Style or type of seat the user sits in, including back and leg rests, arms and cushioning

Wheelchair transfer: Ability to move from a wheelchair to another surface and back again (e.g., from chair to bed)

Work Station: Physical space within which an employee performs job duties; includes work surface, fixtures and seating

PLEASE FEEL FREE
TO DUPLICATE THESE FORMS

JOB ACCOMMODATION SYSTEM - COVER SHEET

Employee: Completed By: Date:

DESCRIPTION OF BARRIER TO JOB PERFORMANCE

EMPLOYEE DESCRIPTION:

EMPLOYER DESCRIPTION:

JOB ACCOMMODATION HISTORY

CONFIDENTIAL MEDICAL HISTORY

DISABILITY:

SEIZURE HISTORY :

Frequency: **Duration:**

Describe aura: **Recovery time:**

OTHER HEALTH CONSIDERATIONS:

Medication	Reason	Side effects

COMMENTS

JOB ACCOMMODATION SYSTEM - JOB ANALYSIS

Employee: Job Title: Completed By: Date:

TASK ANALYSIS				TASK BARRIERS
Task List [✓] Essential Function	**Steps required to accomplish each task**	**Time & Frequency**	**Work Station, Equipment & Environment**	**Barriers to task performance**
E.g., [✓] *Mail Sorting*	*Open bundles, sort by room #*	*Daily, 8-11*	*Vertical Rack, Mailroom Bin*	*Racks too high to reach*
Mail Delivery	*Stack by room number, deliver mail*	*Daily, 12-3*	*Carts, Indoors-Outdoors*	*Cart too heavy to push*
[ ]				
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JOB ACCOMMODATION SYSTEM - MOBILITY PROFILE

Employee: Completed By: Date:

QUESTIONS	DESCRIPTIONS
GETTING AROUND AT WORK • Do you walk independently or with assistance? • Manual or Electric wheelchair [model & year] • Scooter • Crutches • Braces • Cane • Walker Can you negotiate....? • Steps - Ramps • Escalators - Elevators - Chairlifts	
WHEELCHAIR SEATING & TRANSFER Do you use a special cushion or seat? Can you transfer to a chair? Do you need assistance when you transfer?	
HAVE YOU HAD A WHEELCHAIR AND/OR SEATING & POSITIONING EVALUATION? WHEN?	
ORIENTATION Can you find your way indoors & outdoors? Do you use orientation aids? • Map or Floor plan - Personal guide - Signs	
ENDURANCE How far or how long can you...? • Walk • Push your wheelchair on a flat surface Are you able to....? • Climb stairs or walk up a ramp • Push your wheelchair up a ramp	
TRANSPORTATION How do you get to work? • Public Bus or Van (equipped with a lift?) • Train or Trolley • Taxi • Private car or Van (modified?) Do you have a driver's license? Do you use hand controls?	
PERSONAL CARE Do you use a PCA (Personal Care Attendant) at work for personal hygiene or eating?	

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JOB ACCOMMODATION SYSTEM - PHYSICAL PROFILE

Employee: Completed By: Date:

QUESTIONS	DESCRIPTIONS
PHYSICAL CAPACITY Do you have any problems when you....? • Bend - Squat - Kneel • Stand - Sit (extended periods of time) • Reach Up - Down - Across body • Reach Left with left arm - Right with right arm • Climb stairs or ramps • Push - Pull How much weight can you lift and carry ? • Light (under 5 lbs.) - Moderate (5 to 25 lbs.) Heavy (over 25 lbs.) Do you use any aids for work? • Back Brace - Reacher - Utility Cart - Book Bag	
ENDURANCE What is your work preference? • Sedentary (seated) - Active (on your feet) How long can you work before....? • You get tired • Physical discomfort stops you from working	
SEATING & POSITIONING What kind of seating do you prefer? • Office chair - Stool - Orthopedic office chair • Arm rest - Additional back support What kind of work surface do you prefer? • Desk - Table - Work bench - Tilt board Do you need work station additions? • Keyboard drawer - Monitor arm • Task light - Non-skid surface	
HAVE YOU HAD A PHYSICAL THERAPY EVALUATION? WHEN?	
MANIPULATION Are you right or left handed? Which hand do you usually use? How well can you....? • Grasp objects - Turn objects • Use both hands at the same time How well do your fingers manipulate....? • Large objects - Small objects Do you use finger, wrist, hand or arm supports?	
HAVE YOU HAD AN OCCUPATIONAL THERAPY EVALUATION? WHEN?	

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JOB ACCOMMODATION SYSTEM - VISION PROFILE

Employee: Completed By: Date:

QUESTIONS	DESCRIPTION
VISUAL ACUITY How well can you see...? • Small print - Large print • Computer monitors • Signs • At night Do you wear glasses? • Reading - Distance - Bifocals Do your eyes tire? After how long? Do you require task lighting or indirect lighting? What kind of computer monitor do you prefer? • Black letters on white background • White letters on black background • Colored: Amber - Green - Blue	
VISUAL FIELD Peripheral Vision: Can you see out of the corners of your eyes? Field of Vision: Is there any section of your vision that is reduced in size or shape?	
VISUAL PERCEPTION Depth Perception: Can you see how close or far away an object is? Figure-Ground: Do you prefer....? • Line drawings - Black & white pictures • Color pictures Color Vision: Are there any colors you cannot see?	
VISION & MOBILITY AIDS Do you use any vision aids? • Magnifying lens - Large print • Enlarged print computer software • Masking templates - Personal reader • Large print reader Do you use any mobility aids? • Cane - Seeing eye dog • Orientation & Mobility Instructor	
HAVE YOU HAD AN EYE EXAM ? WHEN? HAVE YOU HAD AN ORIENTATION & MOBILITY EVALUATION? WHEN?	

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JOB ACCOMMODATION SYSTEM - COMMUNICATION PROFILE

Employee: Completed By: Date:

QUESTIONS	DESCRIPTIONS
NOTATION How do you produce written material? • Print - Cursive - Typewriter - Computer • Tape recorder - Dictaphone with transcription How legible is your handwriting? Do you use a Personal Assistant to take notes? Do you use an aid to help you write? • Pen grip - Pen holder - Paper holder	
COMPUTER LITERACY What is your computer experience? • Beginner - Intermediate - Advanced • IBM-DOS - Macintosh - Apple II What kind of keyboard do you use? • Standard - Extended - Alternative Do you use keyboard typing aids? • Keyguard - Mouth or Head stick typing aid What is your typing or data entry speed?	
HAVE YOU HAD A COMMUNICATION AND/OR COMPUTER EVALUATION? WHEN?	
SPEECH Do you have any difficulties with...? • Finding which word you want to use • Pronouncing words Do you use any aids to find words or speak? • Notebook - Lapboard - Phonetic cues • Electronic communication device • Computer with a voice synthesizer	
HAVE YOU HAD A SPEECH & LANGUAGE EVALUATION? WHEN?	
HEARING Do you have any difficulty hearing....? • Speech - Soft sounds - Loud sounds Are you Hard of Hearing or Deaf? In which ear? If you do have difficulty, how do you converse? • ASL/PSE - Lip reading - Gestures • TDD - Adapted telephone - Deaf Relay Do you use an aid to hearing? • Hearing aid - FM amplifier • CART - Flashing light - Vibrating device	
HAVE YOU HAD A HEARING EVALUATION? WHEN?	

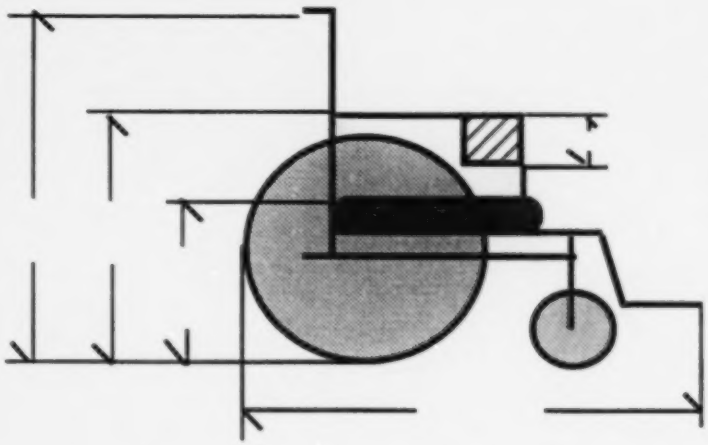
JOB ACCOMMODATION SYSTEM - MEMORY & LEARNING PROFILE

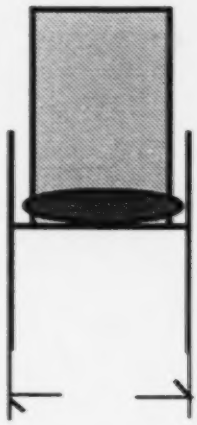
Employee: Completed By: Date:

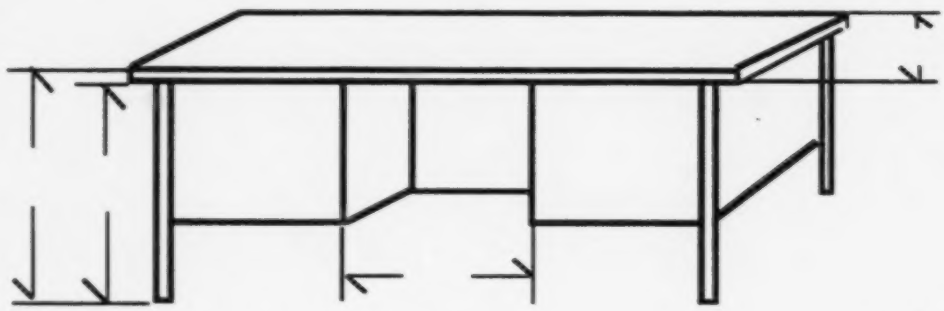
QUESTIONS	DESCRIPTIONS
MEMORY How well do you remember things? • Minute to minute - Hour to hour • Day to day - Distant past How good is your memory for things you see? How good is your memory for things you hear? Do you use memory aids? • Notebook - Cue sheet - 'Post-It' Notes • Schedule - Audio tape	
ATTENTION SPAN How long is your attention to a task? Do visual or auditory distractions interfere with keeping your attention on a task? Do you use aids to help you maintain attention? • Cues - Alarm clock - Written instructions	
LEARNING STYLE What kind of instruction do you prefer? • Written - Pictures - Cue sheet • Verbal - Demonstration - Physical assist. • Supervised - Semi-independent • Independent Can you do a task of 1-3 Steps or Multi-Steps? What is your preferred working style? • Alone - With others - Either	
ACADEMICS How good are your number skills? • Time - Money - Counting How good is your math? • Addition - Subtraction - Multiplication - Division Do you use math aids? • Calculator - Additional training - Extra time How well do you understand what you read? Do you use reading aids? • Symbols - Pictures • Sight words - Whole words • Dictionary - Thesaurus - Spell checker • Masking templates - Extra time	
PROBLEM SOLVING Can you solve a problem...? • Independently - With assistance	
HAVE YOU HAD AN EDUCATIONAL - PSYCHOLOGICAL EVALUATION? WHEN?	

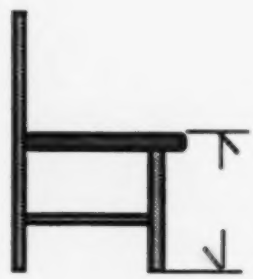
JOB ACCOMMODATION SYSTEM - DIAGRAMS

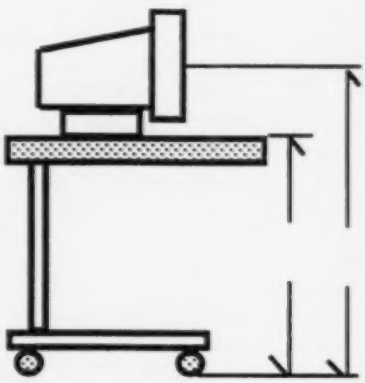
Employee: Completed By: Date:











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JOB ACCOMMODATION SYSTEM - SUMMARY WORK SHEET

Employee: Job Title: Completed By: Date:

PROFILES SUMMARY Describe functional skill areas	JOB ANALYSIS SUMMARY Describe barriers to task performance	JOB ACCOMMODATION IDEAS Suggest ways to resolve task barriers
MOBILITY		
PHYSICAL		
VISION		
COMMUNICATION		
MEMORY & LEARNING		

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JOB ACCOMMODATION SYSTEM - RECOMMENDATIONS & ALTERNATIVES

Employee: Job Title: Completed By: Date:

JOB ACCOMMODATION ALTERNATIVES	EQUIPMENT & SERVICE SOURCE	COST & FUNDING SOURCE	IMPLEMENTED BY

Assistive Device	Job Restructuring	Training	Personal Assistant	Building Modification	Job Reassignment

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